



OHRM-2005-E01

Office of Human Resources Management Policy Memorandum

Subject: Guidance on Management Span of Control and Supervisory Ratios

Background: ITA recently proposed and directed the implementation of a restructuring initiative designed to realign the workforce and develop the capabilities ITA needs to successfully deliver on new mission and operating objectives. As ITA leaders pursue these mission and operating changes, they have recognized the need to restructure and realign program units and reporting relationships in order to deliver fully on the new priorities and goals and to effectively align key mission functions.

This guidance is prepared in order to help program units make informed choices about organizational alignment, structure, and reporting relationships. In addition, this guidance, if properly followed, will result in furthering the organization towards achieving goals that were established in the *ITA Workforce Restructuring Proposal, Fiscal Years 2003-2007*.

Whenever organizations reorganize or realign, it is necessary that they consider the impact and effect of proposed changes; i.e., look at changes in light of position management considerations. Sound **Position Management** achieves an economical and effective position structure that is critical to the proper and responsible use of limited financial and personnel resources. Good position management blends the skills and assignments of employees with the goal of successfully carrying out the organization's mission or program. Sound position management also requires the consideration of grade levels of the positions involved as grades should be commensurate with the work performed to accomplish the organization's mission and should not exceed those grades needed to perform the work of the unit. A carefully designed position structure will result in reasonable and supportable grade levels, and an effective organization structure. Since supervisors and managers play major roles in the management and classification of subordinate positions, they are responsible for assuring a sound position structure in the organizations they lead that is not only efficient but also cost conscious.

Elimination of Division Director Positions: One of the mandates that evolved from current restructuring efforts is the need to eliminate Divisions in the current organization structure. Accordingly, organization levels will be clearly identified down to the Office level; e.g., Office of European Union and Regional Affairs; Office of Aerospace and Autos; and Office of Financial Management. For organizations currently established below the Office level, organization titles and structure codes will be abolished; e.g.,

Budget Division; Commercial Policy Division; and Market Development Division. All positions will be aligned under the Office associated with that function using a single organization structure code. OHRM will coordinate with ITA Office of Financial Management to ensure accounting codes are changed, as necessary.

Supervisory Ratios: The ITA *Workforce Restructuring Proposal, Fiscal Years 2003-2007*, identified the need to develop procedures for achieving a 1:10 management to staff ratio. The current supervisory ratio within ITA is approximately 1:6. Program Units should review their organizations to continue conformance with this direction. The OHRM staff will contact program units to make specific recommendations to further ITA's ability to reach the targeted ratio. Program units should ensure optimal alignment with respect to the number of employees assigned to each supervisor. When identifying the number of managers, supervisors, and non-supervisory employees, use actual headcount of employees, not FTEs. Part-time and full-time employees are counted as a full employee for the purposes of calculating this ratio. For example, an employee who supervises one full-time employee and three part-time employees would have a management-to-staff ratio of 1:4, not 1:2.5. To calculate the supervisor to employee ratio, use the Supervisor Ratio Checklist (Attachment A).

It is fully anticipated that movement towards an organization structure with a 1:10 supervisory ratio may result in the elimination of existing supervisory positions. In such cases, program units should consult with their servicing human resources specialist to identify and describe non-supervisory duties and responsibilities commensurate with the position's current grade level, where feasible.

In those situations where the organizational unit consists of fewer than 7 subordinates, and there exists a need to have someone serve as an intermediary between the manager and employees, consideration should be given to establishing a Team Leader position.

Deputy – A Deputy is defined as a position that serves as an alter ego to a manager of high rank or level and either fully shares with the manager the direction of all phases of the organization's program and work, or is assigned continuing responsibility for managing a major part of the manager's program when the total authority and responsibility for the organization is equally divided between the manager and deputy. ITA's position on current organization structure is that the establishment of new deputy positions will only be approved by the Chief Financial Officer and Deputy Under Secretary.

Documentation required when requesting the classification of management, supervisor and team leader positions includes: position descriptions prepared/written in the format as identified in the General Schedule Supervisory Guide, or the Team Leader Guide, as appropriate; organization mission and function statement, an organization chart reflecting the reporting levels within the unit and a listing of all employees (including job title, series and grade). Attachment B lists the definitions of Manager, Supervisor, and Team Leader.


Requests for Approval to Establish and Recruit for Supervisory Positions: All requests to establish supervisory positions must be justified by meeting the criteria set forth in the Supervisor Ratio Checklist (Attachment A). Approval to recruit and fill a

new supervisory position must be requested using the Supervisory Ratio Checklist. This checklist must be routed through OHRM for approval.

Approval Procedures for Requests for Recruiting Grades GS-14 and GS-15 Supervisory Positions: Grades GS-14 and GS-15 positions require an approved freeze exemption prior to submitting a Request for Personnel Action (SF-52) to OHRM. Follow the guidance in the [Procedures for Requesting Freeze Exemptions, OHRM-2003-E02 Policy Memorandum dated 10/24/2003](#). Recruitment for GS-14 and GS-15 positions must be ultimately approved by the Deputy Under Secretary through the CFO/DoA.

Approval Procedures for Requests for Recruiting Grades **below** GS-14 Supervisory Positions: All requests must be forwarded to the OHRM for approval by the HR Officer.

References: OPM General Schedule Supervisory Guide, Team Leader Guide, The Classifier's Handbook, and Introduction to the Position Classification Standards.

Approved: 
Doris W. Brown
Human Resources Officer

4/13/2005
Date

e-Attachments

Attachment A: Supervisor Ratio Checklist

Attachment B: Definitions

ORGANIZATION
(check one)

Attachment A

- ☐ ITA-OUS/CIO
- ☐ ITA-ADMIN
- ☐ ITA-MAC
- ☐ ITA-IA
- ☐ ITA-MAS
- ☐ ITA-US&FCS
- ☐ MBDA
- ☐ NTIA
- ☐ BEA
- ☐ BIS
- ☐ EDA

Supervisor Ratio Checklist

How Do I Know If A Position Meets the Definition of 'Supervisor'?

Name of Incumbent Occupying the Position (if this is a request to recruit/hire a new supervisor, please indicate "New Supervisor"): _____

Position Title: _____ **Series** _____ **Grade/Band** _____

1. As defined by the Office of Personnel Management's (OPM) General Schedule Supervisory Guide (GSSG): *A supervisor is a position or employee that accomplishes work through the direction of other people and meets the minimum coverage under the GSSG.* In order to meet the definition of a Supervisor, the work must involve accomplishment of work through combined technical and administrative direction of subordinates and at least 25 percent of the position's time is spent performing supervisory duties. The description of duties below defines a Supervisor and the minimum GSSG criteria that must be met in order to fully meet the definition of a Supervisor.

The following supervisory authorities are exercised on a recurring basis and the supervisor must meet the authorities and responsibilities to the extent described:

Positions at the minimum Supervisor level must meet A or B or C below: (check applicable).

- A. ☐ Plan and schedule ongoing production-oriented work on a quarterly and annual basis, or direct assignments of similar duration. Adjust staffing levels or work procedures within their organizational unit(s) to accommodate resource allocation decisions made at higher echelons. Justify the purchase of new equipment. Improve work methods and procedures used to produce work products. Oversee the development of technical data, estimates, statistics, suggestions, and other information useful to higher level managers in determining which goals and objectives to emphasize. Decide the methodologies to use in achieving work goals and objectives, and in determining other management strategies.
- B. ☐ Where work is contracted out, the supervisor must supervise both federal and contractor employees. Positions with oversight responsibilities over private sector contractors alone are excluded. Supervisors perform a wide range of technical input and oversight tasks comparable to all or nearly all of the following: (check all applicable).
- ☐ 1. Analyze benefits and costs of accomplishing work in-house versus contracting; recommend whether to contract;
 - ☐ 2. Provide technical requirements and descriptions of the work to be accomplished;
 - ☐ 3. Plan and establish the work schedules, deadlines, and standards for acceptable work; coordinate and integrate contractor work schedules and processes with work of subordinates or others;

- ☐ 4. Track progress and quality of performance; arrange for subordinates to conduct any required inspections;
 - ☐ 5. Decide on the acceptability, rejection, or correction of work products or services, and similar matters which may affect payment to the contractor.
- C. ☐ Carry out at least three of the first four, and a total of six or more of the following 10 authorities and responsibilities: *Check all applicable.*
- ☐ 1. Plan work to be accomplished by subordinates, set and adjust short-term priorities, and prepare schedules for completion of work;
 - ☐ 2. Assign work to subordinates based on priorities, selective consideration of the difficulty and requirements of assignments, and the capabilities of employees;
 - ☐ 3. Evaluate work performance of subordinates;
 - ☐ 4. Give advice, counsel, or instruction to employees on both work and administrative matters;
 - ☐ 5. Interview candidates for positions in the unit; recommend appointment, promotion, or reassignment to such positions;
 - ☐ 6. Hear and resolve complaints from employees, referring group grievances and more serious unresolved complaints to a higher level supervisor or manager;
 - ☐ 7. Effect minor disciplinary measures, such as warnings and reprimands, recommending other action in more serious cases;
 - ☐ 8. Identify developmental and training needs of employees, providing or arranging for needed development and training;
 - ☐ 9. Find ways to improve production or increase the quality of the work directed;
 - ☐ 10. Develop performance standards.

2. OTHER FACTORS TO CONSIDER: *(check all applicable)*

- ☐ The current position description reflects a title of “Supervisor”, Officer, or other similar title.
- ☐ The current position description reflects supervisory duties.
- ☐ The current position description does **NOT** reflect supervisory duties.

3. SUPERVISORY RATIO: Enter the number of people this position supervises: 1:_____

Formula: When identifying the number of managers, supervisors, and non-supervisory employees, use actual headcount of employees, not FTEs. Part-time and full-time employees are counted as a full employee for the purposes of calculating this ratio. For example, an employee who supervises one full-time employee and three part-time employees would have a management-to-staff ratio of 1:4, not 1:2.5.

4. **EMPLOYEE NAMES:** Please list the names of employees that identify the supervisor to employee ratio above:

<u>Name</u>	<u>Series/Grade or Band</u>	<u>Job Title</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

5. (If not applicable, skip #5) Requesting Approval to Establish and Recruit Supervisory Positions.

All requests to establish supervisory positions must be justified by meeting the criteria set forth in this Supervisor Ratio Checklist. In addition, all requests to recruit/hire a new supervisor, must be forwarded to OHRM for approval or disapproval by the OHRM Officer or the Deputy Under Secretary, as appropriate. The following justification must be completed (using separate cover) and attached to this form.

- Background Information on the Position
- Benefits of Filling the Position
- Consequences of not filling the position

As the first level supervisor of the person named (or new supervisory position to be established) on this checklist, I certify that all criteria needed, as outlined on this checklist, to meet the definition of a supervisor, has been met.

First Level Supervisor: _____ Date: _____

NEXT STEP - ONCE THIS CHECKLIST IS COMPLETED, PLEASE EMAIL OR FAX THIS CHECKLIST and any supplemental information, to your servicing [HR SPECIALIST](#). If requesting authorization to establish a new supervisor position, your servicing HR Specialist will forward your justification request for approval or disapproval. Your HR Specialist will keep you informed.

IF APPLICABLE: Approval to Establish a New Supervisor Position

DECISION:

Below GS-14: **HR Officer – Date:** _____ ___ Approved ___ Disapproved ___ Let's Discuss

GS-14 & GS-15: **Deputy U S – Date:** _____ ___ Approved ___ Disapproved ___ Let's Discuss

DEFINITIONS

Please use the following definitions in identifying managers, supervisors, team leaders, and project managers. These definitions are intended as a general guideline.

A **Manager** has the responsibility for strategic operations and planning, as well as:

- Formulates agency policy or directs the work of an agency or major organizational segment; OR
- Administers one or more agency policies or programs of an agency, office; OR
- Manages, administers, and controls an agency or office, including physical, financial, or human resources; OR
- Has substantial responsibility in human resources management, legislative relations, public information, or the preparation and administration of budgets;

AND

- Exercises supervisory authority that is not merely routine or clerical in nature and requires the consistent use of independent judgment.

Examples of managerial working titles may include: Chief, Workforce Development, Chief, China/NME Compliance Office, or Chief, Office of Textiles.

A **Supervisor** is an employee who has responsibility for daily operations and the authority to do, or effectively recommend, most of the following actions:

- Hire
- Discipline (demote, suspend, terminate)
- Reward (grant merit increases, promotions, bonuses)
- Assign/reassign duties
- Approve leave requests
- Resolve/settle employee relations problems
- Formally evaluate employee performance

A working supervisor who assigns duties; hires, disciplines, and rewards; approves leave requests and formally evaluates employees; and also spends one-third of the time performing non-supervisory duties, should be considered a supervisory employee. For the purposes of this guidance supervisors and managers are in the same category and combined equal the total number of supervisors when calculating the management-to-staff ratio.

Examples of supervisory working titles may include: Supervisory Human Resources Specialist, Supervisory International Trade Specialist, Supervisory Economist, etc.

The following are positions that are not considered supervisory but are determined to be non-supervisory:

A **Team Leader** who serves as the source person for difficult questions and problems from less experienced coworkers, coordinates the team's leave schedule, and presents project updates to the manager, but is responsible only for providing performance data toward the evaluation of team members or making disciplinary or reward decisions should be considered a non-supervisory employee.

A **Project Manager** who distributes work assignments and formally evaluates staff assigned to the project but does not grant leave requests, make hiring or general staffing decisions, or discipline or reward employees should be considered a non-supervisory employee.